



# Strategic Plan Update Department of Children and Family Services

*presented by*

Philip Browning, Director  
Department of Children and Family Services

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*to*

Board of Supervisors

# Focus Areas

## **1. Hiring Plan**

- Status of hiring the 450 Social Workers.

## **2. Training**

- Provide Social Workers with training that better prepares them to serve abused and neglected children.

## **3. Front- End Redesign (Hotline)**

- Eliminate duplicative processes used by staff and standardize other processes to save time and increase quality of referrals.

# Caseload Reduction Plan



Hire Date	Number Academy	Total CSWs*	Avg Caseload†
Aug – Sept 13	105	1090‡	32 in Jan 14
Jan 10, 2014	40	1130	31 in Jun 14
Jan 31, 2014	40	1170	30 in July 14
Feb 21, 2014	35	1205	29 in Aug 14
Mar 17, 2014	35	1240	28 in Sep 14
May 2014	35	1275	27 in Oct 14
Jun 2014	35	1310	27 in Nov 14
Jul 2014	35	1345	26 in Dec 14
Aug 2014	30	1375	25 in Jan 15
Sept 2014	30	1405	25 in Feb 15
Oct 2014	30	1435	24 in Mar 15

\*Number of case carrying Continuing Services Social Workers as of 11/30/13

† Assumes average caseload of 34,700 Continuing Services cases

‡ Assumes candidates pass pending exams and accepts offer

Social Workers	As of 12/31/13	As of 1/17/14
<b>Hiring Goal</b>	<b>450</b>	<b>450</b>
<b>Number Hired</b>	<b>121</b>	<b>142</b>
<b>Reinstatements/ Other</b>	<b>0</b>	<b>3</b>
<b>Conditional Offers Made</b>	<b>161</b>	<b>209</b>
<b>Remaining Need‡</b>	<b>168</b>	<b>96</b>

## Conditional Offers:

- Interview and Livescan completed
- Medical or psychological exam pending
- Offer can be declined

## Hiring Plan focuses on:

- Process all eligible candidates
- May and June MSW graduates
- Targeted hiring for Antelope Valley

# Training

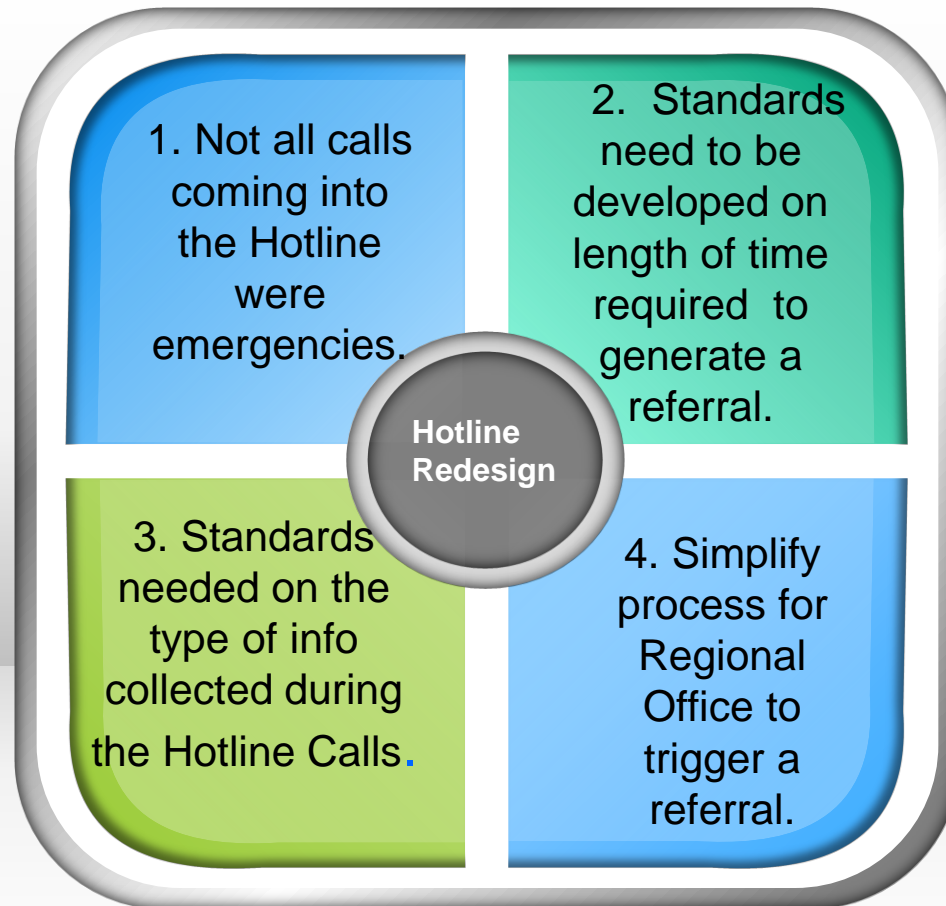


- ✓ Multi-year Training Plan for Current Staff
  - Identify training priorities
    - ❑ Prioritize staff and training topics
      - Front-end CSWs and all SCSWs
      - Conducting and concluding child abuse investigations
      - Interviewing and assessment skills
      - Professional presence and field safety
  - Identify training delivery model
    - ❑ Online, simulation, classroom, or combination
  - Identify training location
    - ❑ Central vs. decentralized
  - Secure appropriate level of resources for simulation training

# Hotline Redesign



Documented the end-to-end business process for all calls coming into the Hotline. Through this process we learned that:





# Assessment of Hotline Calls

Hotline  
Calls

NOT ALL CALLS COMING INTO THE HOTLINE RESULT IN A REFERRAL

Many calls are requests to obtain general information such as court case information, AWOL youth wanting to return to DCFS, general information regarding Probation, CSW assignment and office information.

- Inventory the total number and types of calls received by the Hotline.
- Develop protocols for responding to calls that don't result in a referral.
- Timeframe: est. May 2014



# Referral Time Protocols

## Timing

STANDARDS NEED TO BE DEVELOPED ON LENGTH OF TIME REQUIRED TO GENERATE A REFERRAL

Standardize the average time required to generate a referral.

- Develop protocols and standards for how long it should take to generate a referral
- Train Hotline CSWs on new protocols
- Track whether protocols are being adhered to and whether the protocols yield the intended results



# Referral Information Collection

## Referral

STANDARDS NEED TO BE DEVELOPED TO CAPTURE IMPORTANT INFORMATION PROVIDED DURING HOTLINE CALLS

Not all workers collect the same information. Some workers obtain collateral contact information, standard search process to identify DCFS history, some use SDM Tools, etc.

Develop protocols and standards for standardizing information collected  
Train hotline CSWs on new protocols  
Track whether protocols are being adhered to and whether the protocols yield the intended results.  
Estimated completion time: March – April 2014

There are inconsistencies as to how CSWs conduct searches to identify individuals with prior DCFS History.

- Developed minimum requirements for referral history searches
- Developed processes that minimized workload and improve efficiency
- Train Hotline staff on referral history searches



# Transmitting Follow-up Documents to Regional Offices

Region

Use of less advanced technology resulted in untimely, and sometimes incomplete information being forwarded to regional offices.

When back-up documentation is received, it must be transmitted to regional offices as efficiently as possible.

- Developed shared drives
- Created and implemented process for all ERCP referral documents and attachments to be electronically transferred to Regional Offices